



more than a hospital..

2018 | REPORT TO
2019 | THE COMMUNITY

 **Montfort**

Montfort

Word of welcome



In addition to managing daily operations and implementing several continuous improvement projects, Montfort's team paid special attention to the advancement of the major objectives in its 2021 strategy, which seeks to make Montfort "your hospital of reference for outstanding services, designed with you and for you."

The 2018-2019 edition of our *Report to the Community* focuses on strategic progress on these objectives, which will contribute to reducing hallway medicine while advancing our mandate as Ontario's Francophone academic hospital.

Initiatives that make Montfort more than a hospital...

Word of welcome (cont'd)

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What an active year we had in 2018-2019! For the team at Hôpital Montfort, the year started with a bang with a visit from Accreditation Canada in April 2018. **The visitors noted a compliance rate of 99.2% for over 2,000 of the standards assessed across the hospital**, which led to an Accreditation with Exemplary Standing—a repeat of our 2014 performance.

A major upgrade of our electronic health record system, an initiative we are pursuing in partnership with five hospitals in the region, required the collaboration of several sectors, and culminated in a feverish weekend in early June.

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In June, we also had **the honour of being chosen by the *Secrétariat international des infirmières et infirmiers de l'espace francophone (SIDIIEF)* to host its next world congress**, which is held every three years. In 2021, Ottawa will receive around 2,000 Francophone nurses from some 30 countries who will be meeting to discuss new practices, present the results of their research and take stock of the nursing profession. For Montfort, this will also be a wonderful opportunity to enhance our profile in the Francophone world.

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In terms of governance, **this was also a period of change for the *Association de l'Hôpital Montfort* with the appointment of Carl Nappert as the new Chair of the Association and Board of Trustees** during our Annual General Meeting. We wish to reiterate our gratitude to the outgoing Chair, Suzanne Clément, for her leadership and support with the Board of Trustees since 2011, and as head of the Association from 2015 to 2018.

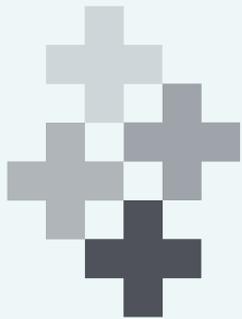
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During the summer, **our Family Birthing Centre launched the Postnatal Care-at-Home Program offered by Montfort's midwives, the only initiative of its kind in Canada**. Mothers in the Ottawa region who deliver at Montfort with a family physician or an obstetrician can now receive care from a midwife after delivery, in the comfort of their own home.

Word of welcome (cont'd)

In November, we were happy to learn that the efforts of our knowledge institute, the Institut du Savoir Montfort (ISM) are bearing fruit and that **Montfort continues to rank among Canada's top 40 research hospitals for a fourth year**. The creation of two new research chairs at Montfort, one in medical pedagogy and the other in health human resources development, has certainly contributed to this ongoing success.



The Orléans Health Hub project, led by Montfort with the support of our regional partners and under the supervision of Infrastructure Ontario, has made major strides. **In March, four preselected contractors submitted bids for the construction and financing of the project**. We hope to announce the name of the contractor chosen in summer 2019, after which construction of this project—much anticipated by the community—will begin without further ado.

Sometimes, less is more! For several years, Montfort has been actively participating in the Choosing Wisely program with the goal of reducing the number of unnecessary tests, treatments and procedures. **The organization responsible for this national initiative recognized our**

commitment in March 2019 by granting us the status of a Level 1 Choosing Wisely Canada Hospital.

Montfort is the first Francophone hospital in Canada to attain this level.

And at the end of March, we learned with great pride that **our hospital ranks among the top 1,000 best hospitals in the world**, as determined by the prestigious American magazine Newsweek.

Last but not least, we would like to give a hearty thanks to all those working at the hospital, volunteering, training the next generation, sitting on committees, raising funds, sharing their experiences, conducting research, or completing internships. A sincere thanks as well to our

patients and their loved ones for their confidence in Montfort's team during important moments in their lives. Everything we do, we do with you, for you!

Dr. Bernard Leduc
President and CEO

Carl Nappert
Chair of the Board of Trustees

More than a birthing centre

With the new Postnatal Care-at-Home Program, a midwife visits the home 24 hours after discharge from hospital to ensure that the mother and her newborn are doing well. Since September 2018, when the program was launched, 144 families have benefitted from this unique initiative in Canada.

To ensure that babies and their mothers have access to care as of 32 weeks gestation...

- We analyzed the cases of mothers and babies transferred from Montfort to The Ottawa Hospital and the Children's Hospital of Eastern Ontario (CHEO) over a one-year period, to understand and eventually respond to the needs of our community.
- The master plan for remodelling the Family Birthing Centre and the nursery was completed.
- The nurses assigned to the nursery acquired the special skills they need to care for newborns at 34 weeks or more.
- Over the next two years, we will improve our services so that we can provide care for premature babies (32 weeks).

3,030 mothers came to Montfort to give birth

The satisfaction rate among mothers is **87.1%**

We attained a compliance rate of 66% on the 10 conditions for obtaining the "Baby-Friendly Initiative" designation, making Montfort the most advanced hospital in the region



92% of people who attended the MHP in 2018 would recommend our services to their loved ones

Over 120 employees in the MHP received training on mental health recovery

18 volunteers gave 1,300 hours to the MHP (friendly visits, BBQ, bowling parties, music, yoga or zootherapy), an increase of 800 hours compared with last year

More than a mental health program

So that a person receiving mental health care benefits from a Francophone therapeutic environment that focuses on recovery...



- Our comfort room for the Mental Health Program (MHP) was completely revamped.
- We are probably the first Francophone hospital in the world to have adapted and deployed the British *Safewards* program, which has allowed us to adopt recovery-based services while ensuring safety for all.
- Three members from the volunteer team come in every week to give guitar and singing lessons to patients hospitalized in the MHP.
- The new *Accept-Action* group in outpatient clinics enables Francophone patients living with schizophrenia to increase their autonomy in the community.

The seminar entitled “I am a person, not an illness”, drew over a hundred Montfort staff members as well as patients hospitalized in the MHP. Participants were deeply moved by the seminar.

More than surgical procedures

For five years, many LEAN initiatives have been deployed by Montfort's management team to fine-tune the efficiency of the Surgical Room. This year, the members of the surgery team announced that they are ready to take over this process and take full charge of all future LEAN initiatives for their sector.

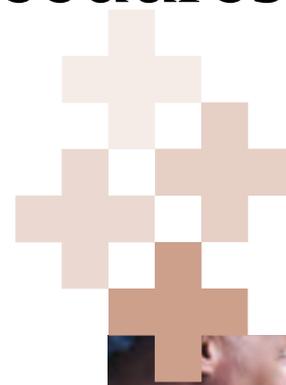
To ensure that surgery patients no longer have to wait needlessly...

- As part of a pilot project, patients who have undergone a hip or knee replacement without complications will be able to go home the same day, instead of being hospitalized for two days under our current protocol.
- We have upgraded our practices to increase the safety of patients and health workers during minimally invasive surgeries using lasers.
- We are now analyzing all of our surgeries to compare our performance with international indicators, with a focus on pain management, emergency room readmission rates, the use of opiates and the rate of surgical site infections.

97% of patients in need of hip replacement have surgery **within six months or less**

After a minimally invasive hysterectomy, **100% of our patients can now go home** the same day

100% of patients who have had a hip or knee replacement receive a **follow-up call within 48 hours of discharge** with a 100% satisfaction rate



30% of Emergency Room patients at Montfort are living with several chronic diseases at the same time (22.8% elsewhere in the region)

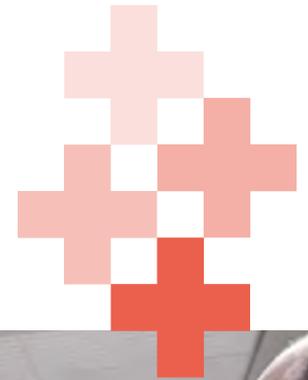
68% of our patients **hospitalized in medicine** are living with two or more chronic diseases

More than a chronic disease

The Chronic Disease Management Service is a pilot project intended for patients at Montfort who are living with several chronic diseases. A multidisciplinary team of experts offers these patients a personalized global approach that focuses on their priorities and those of their loved ones. Together, they develop an action plan for their hospital stay as well as for their return home.

Montfort is striving to become a Clinical Centre of Excellence (CCE) recognized for the treatment of multimorbidity so that patients living with several chronic diseases targeted by the CCE, benefit from completely integrated care...

- A management tool for chronic diseases was developed in order to carry out an overall assessment of the patient's condition.
- We set up a six-month pilot project, launched in April 2019: the Chronic Disease Management Service.
- We are committed to ensuring that the Orléans Health Hub, developed by Montfort in collaboration with its regional partners and slated to open in 2021, will also serve to meet the needs of patients living with several chronic diseases.



We went **from 726 virtual visits** in 2018
to 1,076 visits in 2019

At least eight new partnerships
(hospitals, community health centres
and other organizations) are developing
across Ontario



More than a regional hospital

So that Francophone patients from everywhere in Ontario benefit from telemedicine consultation services with physicians and other health professionals...

- We have expanded the range of services offered by telehealth. At Montfort, more and more physicians (including orthopaedists and psychiatrists) and other health professionals (registered nurses, physiotherapists, etc.) now offer consultations via telehealth.
- By using the Ontario Telemedicine Network (OTN), our patients can now consult with a clinician from the comfort of their home, via computer, tablet or smartphone.
- We also offer teleconsultation services to hospitals in Hawkesbury, Cornwall, Kapuskasing and Hearst; the family health teams in Hearst and Wawa; the counselling centres in Hearst, Kapuskasing and Smooth Rock Falls; and the *Centre francophone de Toronto*.

Montfort signed a partnership agreement with the *Centre francophone de Toronto*. The Toronto team will have access to Montfort's resources and expertise in efficiency, optimization of primary and mental health using new technologies, among others.

More than an academic hospital

Two new research chairs were created in 2018. The [Research Chair in Medical Education](#) aims to optimize training and enhance the wellness of patients by way of better-trained physicians, while the [Addoceo Research Chair in Health Human Resources Development](#) focuses on developing new interventions for health professionals using methodologies that are better adapted to today's challenges.

Montfort earned its status as an academic hospital in 2013. With the support of the Institut du Savoir Montfort – a Knowledge Institute (ISM)...

We developed activities rooted in the development of a culture of knowledge...

- We defined a framework so that Montfort staff members can participate in research projects.
- Through some initiatives of the Choosing Wisely Canada program (reducing urinary catheters and managing broad-spectrum antibiotics), we gather evidence-based data and apply it in the units with the goal of increasing efficiency and reducing unnecessary procedures.

We implemented targeted medical residency programs...

- We welcomed two new residents, in surgery and obstetrics, in July 2018.
- A position for residency in psychiatry was developed and posted in 2019.

We raised Montfort's ranking among research hospitals...

- The number of associate researchers rose from 80 to 94.
- A recruitment campaign was launched to invite participants to take part in research projects.
- We involved physicians and health professionals in recruitment for research projects.

Participation in scientific conferences organized by Montfort and the ISM **increased by 10%**

The hospital ranks 33rd among Canadian hospitals in research intensity

Montfort's research budget is **\$121,900 per researcher**

We offered 25,214 days of medical teaching



More than training

To ensure that the ISM assumes its role as a Centre of Excellence in education in French that includes internship coordination, and so that Francophone health professionals in Ontario receive professional support and training directly from Montfort...

The Institut du Savoir Montfort – a Knowledge Institute launched its very own website in 2019. It provides everything you need to know about continuing education and research at Montfort. Take a look!
www.savoirmontfort.ca

- The “911 at the office” training, developed by Montfort, was offered five times in Ottawa, Toronto and Montréal.
- We now have the expertise to offer LEAN Green Belt training ourselves, which involves the development and deployment of waste-reduction projects.

Some 100 Montfort staff members took the LEAN Green Belt training

The 18th edition of Journées Montfort brought together close to **300 participants for two days** of continuing medical education in French

Through our One-Stop Shop, **we recorded 24,682 days** of professional training during the year



More than a board of trustees



Hôpital Montfort's 2018-2019 Board of Trustees
is composed of the following members:



Elected members

Mr. Carl Nappert, Chair
Ms. Andrée-Anne Martel, Vice-Chair
Mr. François Brouard, Treasurer
Ms. Mariette Carrier-Fraser, Secretary
Sister Jocelyne Fallu, F.d.I.S., Trustee
Mr. Luc Généreux, Trustee
Mr. Pierre Lanctôt, Trustee
Ms. Marie-Josée Martel, Trustee
Ms. Lucie Mercier-Gauthier, Trustee
Mr. Jean-Guy Perron, Trustee
Ms. Caroline Richard, Trustee
Mr. Jean Ste-Marie, Trustee

Ex-officio members

Ms. Suzanne Clément, Outgoing Chair
Dr. Bernard Leduc, President and CEO, Hôpital
Montfort
Dr. Guy Moreau, Chief of Staff
Dr. Chantal D'Aoust-Bernard, President of
Medical Staff
Ms. Suzanne Robichaud, Vice-president,
Clinical Programs and Chief Nursing Officer
Dr. André Bilodeau, Chief Executive Officer, Institut du
Savoir Montfort - A Knowledge Institute
Dr. Lucie Thibault, Ph.D., Representative,
University of Ottawa

More than a team of physicians

The physicians who work at Montfort are recognized for their commitment and their contribution to making Montfort a hospital of choice for our patients. I would like to thank them for the exemplary medical care, support and encouragement they bring to our patients.

We called on the help of Montfort's physicians for many projects over the last year and I would like to thank them for their willingness to embrace new initiatives.

For example, the MEDITECH project continues to move closer to its objective of creating a completely electronic medical record.

The first shovel will hit the ground this summer at the new site of the Orléans Health Hub. Thanks to everyone who helped to make this major project a reality. The Hub is a wonderful example of our physicians' selflessness and commitment to putting their patients' needs ahead of their own.

Another great example is the chronic disease management project. By taking part in this project, our physicians ensure that patients' experiences are better adapted to their needs.

I would also like to thank our physicians for their commitment to our medical students and residents. Thanks to them, we offered 25 214 days of medical teaching in 2018-2019, helping to train the next generation of Francophone medical practitioners.

This year was my last year as Chief of Staff. I will be leaving my position with a sense of pride and gratefulness for having been part of an incredible team of compassionate people.

On behalf of our patients and their families, the staff at Montfort, all the men and women we work with on a daily basis, and on behalf of all of us in medical management, I THANK YOU from the bottom of my heart.



Dr. Guy Moreau
Chief of Staff

In 2018-2019, Montfort's medical organization was composed of the following members:

Chief of Staff

Dr. Guy Moreau

Departments Chiefs

Anaesthesia – Dr. Marc Doré
Diagnostic Imaging – Dr. André Olivier
Emergency – Dr. Shaun Visser
Family Medicine – Dr. Jennifer Douek
Medical Biology – Dr. Nicolas Roustan Delatour
Medicine – Dr. Chamoun Chamoun
Mental Health Program / Psychiatry – Dr. Valérie Giroux
Obstetrics and Gynecology – Dr. David McCoubrey
Ophthalmology – Dr. Steven Poleski
Orthopedics – Dr. Philip Fleuriou Chateau
Pediatrics – Dr. Julie Nault
Surgery – Dr. José Pires

Council of Professional Staff

President – Dr. Chantal D'Aoust-Bernard
Vice-president – Dr. Sandra Bromley
Secretary-Treasurer – Dr. Marc Prud'homme-Foster

More than volunteers

This year, once again, I am proud to present the accomplishments of the Association des bénévoles and its vital contribution to Hôpital Montfort.

Let's start with some numbers: in 2018-2019, the Association welcomed 421 volunteers. Among these volunteers, it was able to count on the support of 255 hard-working and loyal people, devoted to serving the hospital on a regular and constant basis. They generously devoted 48,264 hours of volunteer service. In addition, 70 high school students chose Montfort to perform the hours required for the Ministry of Education's volunteer program in Ontario. In all, they provided 3,170 hours of service in the summer of 2018.

Moreover, the Association contributed \$55,670.19 for the purchase of several pieces of equipment.

Our volunteers are truly devoted and committed. Day after day, they do so much more than just perform their duties. Always ready to go beyond needs, they are eager to take initiative and know how to add a personal touch to the services they provide.

The Association's Board of Trustees wrapped up its operational plan and launched several new and original activities. Its members invested their talent, commitment and determination to the success of

these initiatives. And I am proud to mention that a few weeks ago, the Association's Board of Trustees was selected as one of the three finalists for the Outstanding Volunteer Program Award presented by Volunteer Ottawa at the VOscars.

I would like to sincerely thank the members of the hospital's management as well as our colleagues at Volunteer Services for their support. But, of course, my most heartfelt gratitude and congratulations go to our invaluable volunteers. Their pride in belonging to the Montfort family is seen through the generosity, commitment and compassion that guide their every action.

My sincere thanks,



Adèle Copti-Fahmy
Chair of the Association des bénévoles
de l'Hôpital Montfort

*2018-2019 Board of Trustees of Hôpital Montfort's
Association des bénévoles:*

Chair

Adèle Copti-Fahmy

Vice-chair

Luc Goudreault

Secretary

Pauline Gagnon

Director of Finance and Treasurer

Denyse Brisson

Members

Louise Bourgault

Ann Bowen

Denis Lajoie

Marthe Loyer

Diane Lefebvre

Brigitte Legare

Sœur Linda Joseph, F.d.I.S

Marc Seguin

More than a donation – an impact

Each year, the Montfort Foundation works tirelessly to raise funds to help the hospital improve the care and services it provides.

In 2018-2019, with a renewed vision for the future, we implemented our new three-year strategic plan and modernized our brand image to reflect Montfort's visual identity. Last October, when we moved our offices to 745 Montreal Road, we were able to welcome two new philanthropy professionals.

Thanks to a matching donation program, the Foundation acquired two new portable ultrasound machines for Montfort's cardiology and pneumology clinics. This is the very first truly integrated tele-ultrasound solution in the world. It can be connected to a smart mobile device, allowing technicians to go right to the patient's bedside to make a quick diagnosis. It also provides high-quality images and allows photos, videos and notes to be shared in real time so that quick and informed decisions can be made.

In addition to distinguishing ourselves through our annual signature events, we surpassed the targeted objective for the global movement GivingTuesday

— National Giving Day, which encourages people to think about others by making a donation to a charitable work they hold dear.

In keeping with Hôpital Montfort's mission and vision, we invested in teaching and research at the Institut du Savoir Montfort – A Knowledge Institute, which helps the hospital remain on the cutting edge of technology and innovation, while continuing to distinguish itself as a leader.

We awarded five clinical excellence scholarships for Francophone nursing interns in the consolidation phase. We also awarded a Collège Boréal scholarship for a Francophone consolidation internship in practical nursing.

Through its planned giving program, the Foundation received several bequests and gifts of stocks from generous donors.

Since Montfort depends on philanthropy to achieve excellence, we are confident that through the generosity of our community members, we will be ready to take on new and wonderful challenges, not the least of which is the construction of the Orléans Health Hub.

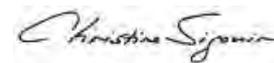
In 2018-2019, the Foundation gave \$2,198,265 to Hôpital Montfort, the Institut du Savoir Montfort – A Knowledge Institute, and to excellence scholarships for our future health professionals.

Our annual report will be available in September 2019.

On behalf of the Board of Trustees and the Montfort Foundation team, please accept my sincere thanks to each and every one of our donors for their precious contribution. Each donation—no matter the amount—has a direct and immediate impact on the care patients receive at Montfort and we would not be able to pursue our mission without your commitment and your generosity.



Ronald F. Caza
Chair of the Board of Trustees of
the Montfort Foundation



Christine Sigouin
President and CEO of
the Montfort Foundation

More than an institute

The ISM: Knowledge!

Montfort and its knowledge institute, the Institut du Savoir Montfort (ISM) —a dynamic duo! It's a story of mutual support in achieving their projects and activities. It's a story of mutual support in achieving their projects and activities. The numbers below speak for themselves.

But it's so much more. It's a means to assert Montfort's presence in the regional medical and scientific community thanks to the Journées Montfort (JM2019), the PneuMontfort Conference and Body and Mind, which brought physicians and researchers together. A presence that reaches far and wide through presentations at national events (Family Medicine Forum, SimOne) and beyond, by bringing some 20 students from France, Switzerland and Belgium to Montfort for their internships.

It's also the energy that drives Montfort's commitment to supporting research conducted by our physicians (18 projects under the Alternate Funding Plan) and training to help the Mental Health Program move towards a recovery-based approach. And let's not forget

the major undertaking of training of 1,800 employees and physicians, required for the major undertaking of transitioning to an electronic health record.

Lastly, it's about being recognized among the 40 Top research hospitals in Canada, earning accreditation with the Royal College of Physicians and Surgeons of Canada for the simulation program, and being one of the first five hospitals in the country to receive Choosing Wisely certification.



M. Céline Monette
Chair of the Board, ISM

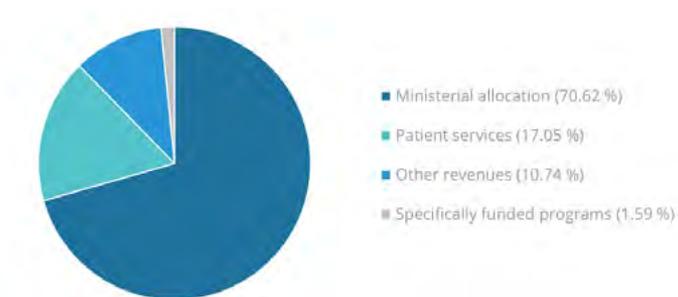
A few figures:

- 1,110 hours of orientation for new staff at Montfort (+ 6%)
- 703 training sessions offered (+ 23%)
- 250 scientific sessions (+ 22,5%)
- 2,280 interns recruited, oriented and supported (+ 21,5%)
- 24,682 Professional Student Days (+ 12%)
- 25,208 Medical Student Days (+ 1%)
- \$9,918,160 in research funds (+ 32%)

More than dollars and cents

Financial statements

Sources of revenue:



Distribution of expenses:

